

City of Sunnyvale

Program Performance Budget

Program 744 - Treasury/Cash Management

Program Performance Statement

Provide Cash Management, Billing and Treasury Services to ensure prudent management of the public's money, by:

- Managing City-wide cashiering operations,
- Maintaining efficient billing processes of all miscellaneous accounts receivable for all City departments,
- Managing effective collection practices for delinquent receivables, including referring accounts uncollectible by the City to an outside collection agency,
- Reviewing and processing revenue and taxes for all City departments,
- Administering the Transient Occupancy Tax ordinance including accepting, reviewing, and processing tax returns and providing due process (administrative hearings) for the collection of tax owed,
- Administering the Business License Tax ordinance including billing, reviewing, and processing new and renewing applications and issuing license tax certificates,
- Investing City's pooled cash in high quality investments while maintaining the overall objectives of safety, liquidity, and yield,
- Administering all City bank accounts and all banking related activities including credit card processing, securities custody and account analysis of the City's bank accounts,
- Maintaining bond issues and ensuring that all debt service payments and continuing disclosure deadlines are met according to bond covenants, and
- Auditing disbursements to ensure compliance with City policies.

Notes

1. The costs reflected in the Business Tax activity reflect only Finance's portion of the application process. The zoning approval of the application and any other Community Development costs are not included.

City of Sunnyvale

Program Performance Budget

Program 744 - Treasury/Cash Management

Program Measures

Quality

	<u>Priority</u>	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
* Staff verifies the calculations on the Transient Occupancy Tax return and any errors are addressed with the remitter within 21 days.	C		
- Percent Accomplished		95.00%	95.00%
- Number of Transient Occupancy Tax Returns		408.00	408.00
* Staff verifies the calculations on the Business License Tax return and any errors are addressed with the remitter within 60 days.	I		
- Percent Accomplished		90.00%	90.00%
- Number of Business License Tax Returns		5,000.00	5,000.00
* Cashier balances within \$5.00.	I		
- Percent Accomplished		95.00%	95.00%
* The City shall maintain a minimum of three months of average budgeted operating expenditures in short term investments.	I		
- Percent Accomplished		100.00%	100.00%
* Internal customers rate accounts receivable services as satisfactory or better.	I		
- Percent Accomplished		90.00%	90.00%

Productivity

* Investment reports are submitted within established timeframes.	M		
- Percent Accomplished		80.00%	80.00%
- Number of Reports		13.00	13.00
* Accounts Receivable bills are generated within 14 working days after receiving the billing request from the department.	C		
- Percent Billed		90.00%	90.00%
- Total Number of Bills		5,100.00	5,100.00
* All debt service is paid on the due date or not more than one business day before the due date.	C		
- Percent Accomplished		95.00%	95.00%
- Number of Debt Service Payments		16.00	16.00
* A list of Bank analysis billing corrections is submitted to the Bank within 30 days of receipt.	I		
- Percent Accomplished		90.00%	90.00%
- Number of Account Analysis Statements		12.00	12.00

City of Sunnyvale

Program Performance Budget

Program 744 - Treasury/Cash Management

Program Measures

Productivity

	Priority	2006/2007 Adopted	2007/2008 Adopted
* Accounts Payables are processed, audited, and disbursed within two days.	I		
- Percent Accomplished		95.00%	95.00%
- Number of Accounts Payable Checks Processed		11,150.00	11,150.00
* Purchasing card statements are audited and followed up for additional information within 30 days of statement receipt.	I		
- Percent Accomplished		80.00%	80.00%
- Number of Purchasing Card Statements		2,000.00	2,000.00
* Special projects as approved by the Director of Finance are completed within initial plan.	D		
- Percent Accomplished		80.00%	80.00%
- Number of Special Projects		3.00	3.00

Cost Effectiveness

* The cost for processing an Accounts Receivable account will be less than or equal to the planned cost.	I		
- Cost Per Account		\$18	\$18
* For every dollar spent on referring accounts to collections, \$3.00 will be collected.	I		
- Total Cost		\$30,097	\$30,754
- Total Revenue		\$90,291	\$92,263

Financial

* Actual total expenditures for Treasury/Cash Management will not exceed planned program expenditures.	C		
- Total Program Expenditures		\$760,309	\$777,756
* Actual revenue generated for Business License Tax will meet or exceed the planned projections.	C		
- Annual Revenues		\$473,000	\$1,030,000

Priority Legend

M: Mandatory
C: Council Highest Priority
I: Important
D: Desirable

City of Sunnyvale
Program Performance Budget

Program 744 - Treasury/Cash Management

Service Delivery Plan 74401 - Billing and Receiving Payment For All City Accounts Receivable

Manage an efficient billing and collection process for all miscellaneous debts owed to the City, by:

- Generating approximately 5,000 bills for all City departments including Public Safety, Public Works, and Parks and Recreation, and
- Employing proper collection techniques on delinquent accounts including referral to an outside collection agency.

Notes

**City of Sunnyvale
Program Performance Budget**

Program 744 - Treasury/Cash Management

Service Delivery Plan 74401 - Billing and Receiving Payment For All City Accounts Receivable

	2006/2007 Adopted	2007/2008 Adopted
Activity 744000 - Process an Accounts Receivable Account for Debt Owed to the City		
Product: An Account Processed		
Costs:	\$97,637	\$99,623
Products:	5,400	5,400
Work Hours:	1,525	1,525
Product Cost:	\$18.08	\$18.45
Work Hours/Product:	0.28	0.28
Activity 744100 - Refer Delinquent Accounts to Collection Agency		
Product: An Account Referred		
Costs:	\$30,097	\$30,754
Products:	2,100	2,100
Work Hours:	200	200
Product Cost:	\$14.33	\$14.64
Work Hours/Product:	0.10	0.10
Totals for Service Delivery Plan 74401 - Billing and Receiving Payment For All City Accounts Receivable		
Costs:	\$127,734	\$130,377
Hours:	1,725	1,725

City of Sunnyvale
Program Performance Budget

Program 744 - Treasury/Cash Management

Service Delivery Plan 74402 - Cash Management

Provide prudent and efficient management of City cash, by:

- Investing the City's pooled cash portfolio of approximately \$200 million to maximize yield without compromising safety or liquidity,
- Preparing monthly investment reports in accordance with the California Government Code,
- Maintaining the City's excellent credit rating by ensuring that debt service payments and continuing disclosure deadlines for the City's eight (8) outstanding bond issues are met,
- Ensuring that the City receives banking related services (including credit card processing and securities custody services) at the best possible price for its 16 bank accounts, and
- Providing miscellaneous treasury services as requested by department.

Notes

**City of Sunnyvale
Program Performance Budget**

Program 744 - Treasury/Cash Management

Service Delivery Plan 74402 - Cash Management

	2006/2007 Adopted	2007/2008 Adopted
Activity 744200 - Conduct Investment Transactions		
Product: An Investment Transaction		
Costs:	\$22,396	\$22,908
Products:	268	268
Work Hours:	300	300
Product Cost:	\$83.57	\$85.48
Work Hours/Product:	1.12	1.12
Activity 744210 - Prepare Monthly Investment Reports		
Product: An Investment Report Produced		
Costs:	\$38,717	\$40,132
Products:	13	13
Work Hours:	159	159
Product Cost:	\$2,978.26	\$3,087.10
Work Hours/Product:	12.23	12.23
Activity 744220 - Maintain City's Bond Issues and Ensure that Debt Service Payments and Continuing Disclosure Deadlines are Met		
Product: A Bond Issue Maintained		
Costs:	\$13,751	\$14,227
Products:	8	8
Work Hours:	146	146
Product Cost:	\$1,718.82	\$1,778.35
Work Hours/Product:	18.25	18.25

**City of Sunnyvale
Program Performance Budget**

Program 744 - Treasury/Cash Management

Service Delivery Plan 74402 - Cash Management

	2006/2007 Adopted	2007/2008 Adopted
Activity 744230 - Maintain City's Banking Relationships		
Product: A Bank Account Maintained		
Costs:	\$27,448	\$18,326
Products:	16	16
Work Hours:	340	240
Product Cost:	\$1,715.53	\$1,145.40
Work Hours/Product:	21.25	15.00
Activity 744240 - Provide Miscellaneous Treasury Services		
Product: A Work Hour		
Costs:	\$5,019	\$12,691
Products:	50	126
Work Hours:	50	126
Product Cost:	\$100.39	\$100.72
Work Hours/Product:	1.00	1.00
Totals for Service Delivery Plan 74402 - Cash Management		
Costs:	\$107,332	\$108,284
Hours:	995	971

City of Sunnyvale
Program Performance Budget

Program 744 - Treasury/Cash Management

Service Delivery Plan 74404 - Review and Audit Disbursements

Review payments initiated by others to ensure compliance with City policies and procedures and to maintain proper internal control, by:

- Auditing all payments made with approximately 200 City issued purchasing cards and ensuring proper documentation exists for each purchase,
- Auditing approximately 11,000 accounts payable checks and ensuring that each payment has the proper documentation and approval, and
- Auditing all 26 payrolls for reasonableness.

Notes

**City of Sunnyvale
Program Performance Budget**

Program 744 - Treasury/Cash Management

Service Delivery Plan 74404 - Review and Audit Disbursements

	2006/2007 Adopted	2007/2008 Adopted
Activity 744400 - Audit and Disburse All Payments Made through Accounts Payable		
Product: An Accounts Payable Check Processed and Audited		
Costs:	\$79,929	\$81,543
Products:	11,150	11,150
Work Hours:	1,283	1,283
Product Cost:	\$7.17	\$7.31
Work Hours/Product:	0.12	0.12
Activity 744410 - Audit Purchasing Cards		
Product: A Purchasing Card Statement Audited		
Costs:	\$33,684	\$34,481
Products:	2,000	2,000
Work Hours:	535	535
Product Cost:	\$16.84	\$17.24
Work Hours/Product:	0.27	0.27
Activity 744420 - Audit Payroll Disbursements		
Product: A Payroll Audited		
Costs:	\$15,018	\$15,372
Products:	26	26
Work Hours:	239	239
Product Cost:	\$577.61	\$591.24
Work Hours/Product:	9.19	9.19
Totals for Service Delivery Plan 74404 - Review and Audit Disbursements		
Costs:	\$128,631	\$131,397
Hours:	2,057	2,057

City of Sunnyvale
Program Performance Budget

Program 744 - Treasury/Cash Management

Service Delivery Plan 74405 - City-Wide Cashiering

Manage efficient and fiscally sound cash collection processes, by:

- Providing cashiering oversight to approximately 20 locations to ensure adequate internal controls of City-Wide cash collection,
- Processing approximately 4,000 Cash Receipt Vouchers from all cashiering sites,
- Providing cash handling training to all City cashiers, and
- Providing central cashiering at the City Hall complex including walk-in payments for Business Licensing, Transient Occupancy Tax and Utilities.

Notes

**City of Sunnyvale
Program Performance Budget**

Program 744 - Treasury/Cash Management

Service Delivery Plan 74405 - City-Wide Cashiering

	2006/2007 Adopted	2007/2008 Adopted
Activity 744500 - City-Wide Cashiering Consulting		
Product: A Project Completed		
Costs:	\$34,693	\$35,803
Products:	3	3
Work Hours:	390	390
Product Cost:	\$11,564.42	\$11,934.35
Work Hours/Product:	130.00	130.00
Activity 744510 - Process Cash Receipt Vouchers for Other Departments		
Product: A Remote Cash Receipt Voucher Processed		
Costs:	\$26,903	\$27,384
Products:	4,000	4,000
Work Hours:	500	500
Product Cost:	\$6.73	\$6.85
Work Hours/Product:	0.13	0.13
Activity 744520 - Provide City-Wide Cashiering Training		
Product: A Training Session		
Costs:	\$8,810	\$8,960
Products:	20	20
Work Hours:	130	130
Product Cost:	\$440.49	\$448.01
Work Hours/Product:	6.50	6.50

**City of Sunnyvale
Program Performance Budget**

Program 744 - Treasury/Cash Management

Service Delivery Plan 74405 - City-Wide Cashiering

	2006/2007 Adopted	2007/2008 Adopted
Activity 744530 - Central Cashiering		
Product: A Transaction at the Counter		
Costs:	\$109,311	\$111,375
Products:	24,000	24,000
Work Hours:	1,842	1,842
Product Cost:	\$4.55	\$4.64
Work Hours/Product:	0.08	0.08
Totals for Service Delivery Plan 74405 - City-Wide Cashiering		
Costs:	\$179,716	\$183,522
Hours:	2,862	2,862

City of Sunnyvale
Program Performance Budget

Program 744 - Treasury/Cash Management

Service Delivery Plan 74406 - Revenue Accounting

Properly account for revenues received by the City, by:

- Accepting, reviewing and recording Non-City administered taxes remitted by the State and the County of Santa Clara (such as gas tax, sales tax, and property tax) correctly and in a timely manner,
- Reviewing and processing approximately 13,000 revenue transactions collected by the City, and
- Assisting other departments with revenue research and analysis.

Notes

**City of Sunnyvale
Program Performance Budget**

Program 744 - Treasury/Cash Management

Service Delivery Plan 74406 - Revenue Accounting

	2006/2007 Adopted	2007/2008 Adopted
Activity 744600 - Accounting for Property Tax, Sales Tax and Remittances from Other Agencies		
Product: A Tax Payment Coded		
Costs:	\$14,106	\$14,603
Products:	108	108
Work Hours:	148	148
Product Cost:	\$130.62	\$135.21
Work Hours/Product:	1.37	1.37
Activity 744610 - Reviewing and Recording Revenues from City Departments		
Product: A Revenue Transaction Coded		
Costs:	\$70,780	\$72,053
Products:	11,550	11,550
Work Hours:	1,039	1,039
Product Cost:	\$6.13	\$6.24
Work Hours/Product:	0.09	0.09
Activity 744620 - Revenue Querying and Monitoring In Response to Departmental Requests		
Product: A Query Performed		
Costs:	\$3,388	\$3,446
Products:	200	200
Work Hours:	50	50
Product Cost:	\$16.94	\$17.23
Work Hours/Product:	0.25	0.25
Totals for Service Delivery Plan 74406 - Revenue Accounting		
Costs:	\$88,275	\$90,102
Hours:	1,237	1,237

City of Sunnyvale
Program Performance Budget

Program 744 - Treasury/Cash Management

Service Delivery Plan 74407 - Record City Administered Tax Payments

Manage an efficient tax collection process, by:

- Accepting, reviewing, and recording payments for City administered taxes including Utility Users Tax on users of utilities such as gas and electric,
- Administering the Transient Occupancy Tax ordinance including accepting, reviewing, and processing tax returns and providing due process (administrative hearings) for the collection of tax owed for short term stays in approximately 34 Sunnyvale hotels, and
- Administering the Business License Tax ordinance including billing, reviewing, and processing new and renewing applications and issuing approximately 5,000 license tax certificates annually to businesses operating in Sunnyvale.

Notes

**City of Sunnyvale
Program Performance Budget**

Program 744 - Treasury/Cash Management

Service Delivery Plan 74407 - Record City Administered Tax Payments

	2006/2007 Adopted	2007/2008 Adopted
Activity 744700 - Process Business Tax Applications, Renewals and Payments		
Product: A License Tax Certificate Issued		
Costs:	\$69,493	\$71,020
Products:	5,000	5,000
Work Hours:	970	970
Product Cost:	\$13.90	\$14.20
Work Hours/Product:	0.19	0.19
Activity 744710 - Process Utility Users Tax Payments		
Product: A UUT Payment Coded		
Costs:	\$17,989	\$18,303
Products:	2,100	2,100
Work Hours:	300	300
Product Cost:	\$8.57	\$8.72
Work Hours/Product:	0.14	0.14
Activity 744720 - Track Transient Occupancy Tax (TOT) Payments and Remittances		
Product: A TOT Remittance Reviewed		
Costs:	\$7,328	\$7,487
Products:	408	413
Work Hours:	100	100
Product Cost:	\$17.96	\$18.13
Work Hours/Product:	0.25	0.24
Totals for Service Delivery Plan 74407 - Record City Administered Tax Payments		
Costs:	\$94,810	\$96,811
Hours:	1,370	1,370

City of Sunnyvale
Program Performance Budget

Program 744 - Treasury/Cash Management

Service Delivery Plan 74408 - Management and Support

Provide Management and Support, by:

- Ensuring adequate staffing of positions to meet program goals,
- Providing timely and meaningful performance feedback to employees,
- Communicating consistently with staff regarding program operations through regular staff meetings, and
- Contributing to Citywide improvement projects.

Notes

**City of Sunnyvale
Program Performance Budget**

Program 744 - Treasury/Cash Management

Service Delivery Plan 74408 - Management and Support

	2006/2007 Adopted	2007/2008 Adopted
Activity 744800 - Management and Supervisory Services		
Product: A Work Hour		
Costs:	\$26,859	\$27,789
Products:	282	282
Work Hours:	282	282
 Product Cost:	 \$95.24	 \$98.54
Work Hours/Product:	1.00	1.00
 Activity 744830 - Staff Training and Development		
Product: A Work Hour		
Costs:	\$6,952	\$9,474
Products:	72	96
Work Hours:	72	96
 Product Cost:	 \$96.56	 \$98.69
Work Hours/Product:	1.00	1.00
 Totals for Service Delivery Plan 74408 - Management and Support		
 Costs:	 \$33,811	 \$37,263
Hours:	354	378
 Totals for Program 744		
Costs:	\$760,309	\$777,756
Hours:	10,600	10,600

This Page Not Used